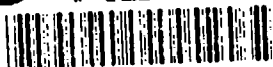


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# The Marine Corps' Acquisition Workforce: The Military Perspective

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Abstract of  
THE MARINE CORPS' ACQUISITION WORKFORCE:  
The Military Perspective  
By  
Colonel Reed T. Bolick, USMC

The Marine Corps must face the fact that without a completely trained and experienced acquisition workforce, it is unlikely that its limited acquisition resources will achieve an optimum effectiveness. This paper sets forth a proposed career pattern for Marine officers who elect to enter the acquisition workforce. The strategy outlined conforms with the directions of the Defense Acquisition Workforce Improvement Act as well as pertinent Department of Defense directives. Given the current personnel turbulence associated with the on-going reduction of the armed forces, some of the recommendations made will not be readily accepted.

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# **The Marine Corps' Acquisition Workforce: The Military Perspective**

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**U. S. Marine Corps**

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## THE MARINE CORPS' ACQUISITION WORKFORCE:

### The Military Perspective

"As we learn how to manage peace, the need for a highly qualified and professional acquisition workforce has never been greater."<sup>1</sup>

#### I. INTRODUCTION

A. PURPOSE. On 18 November 1987, the Marine Corps took a major step toward becoming a bonafide participant in the Department of Defense (DOD) systems acquisition process. It was on that date that the Commandant of the Marine Corps (CMC) established the Marine Corps Research Development and Acquisition Command (MCRDAC) as "the sole organization accountable for all tactical systems acquisition."<sup>2</sup> Prior to that time, the Marine Corps' acquisition process was a sometimes disjointed endeavor requiring a coordinated effort among five separate agencies: (1) the Deputy Chief of Staff (DC/S), Research, Development & Studies; (2) the DC/S, Installations and Logistics; (3) the Development Center at the Marine Corps Development and Education Command (MCDEC); (4) the Fleet Marine Forces (FMF); and (5) the weapon system's sponsor.

The establishment of MCRDAC was aimed at implementing the stream-lined systems acquisition process directed by the Goldwater-Nichols Defense Reorganization Act of 1986, as well as attaining the CMC's goal of insuring that "we get the best equipment into the hands of Marines in the shortest possible

time."<sup>3</sup> Realizing that becoming an efficient systems acquisition agency is not something that happens overnight, MCRDAC has continued to evolve. In January 1992 MCRDAC inherited "cradle-to-grave" responsibility for all ground weapons systems and was redesignated Marine Corps Systems Command (MARCORSYSCOM). One of the most important aspects of this evolution has been the recognition of the need for a trained and competent professional acquisition workforce (AWF). In late 1990 this recognition has been given increased visibility with the enactment of Public Law 101-510 otherwise known as the Defense Acquisition Workforce Improvement Act (DAWIA). This Act directs that an educated, trained, and experienced AWF be established throughout DOD by 1 October 1993. It is my intent in this paper to recommend how the Marine Corps can best comply with the DAWIA, despite impending budget and personnel reductions. With the mutual consent of the DC/S, Manpower and Reserve Affairs (the sponsor of this paper) and the Commander (Comdr), MARCORSYSCOM (the sponsor for the Marine Corps' AWF)<sup>4</sup>, my focus will be solely directed toward the management of the military personnel within the AWF. I will show how, with some intensive and careful personnel management, we can develop and maintain a highly professional AWF. In so doing, we will avoid the "inadequate oversight, poor decision making, and improper implementation of laws"<sup>5</sup> which Congressman Nicholas Mavroules (D, MA) stated were reasons that led to the enactment of the DAWIA.

B. METHODOLOGY. As a part of the Department of the Navy (DON), the Marine Corps will have to consider any pertinent Navy

guidance concerning the implementation of the DAWIA. The Marine Corps has established a close working relationship with the key agencies within the DON to assure that appropriate consideration is given to the unique aspects of Marine Corps systems acquisition. The prime sources for Navy guidance are the DON Implementation of the Defense Management Report (DMR) dated 31 January 1990, and Secretary of the Navy Instruction 5300.34, "Department of the Navy Acquisition Workforce Program" dated 6 August 1991. In developing the AWF management procedures set forth herein, I also researched numerous other documents that apply to the DOD AWF. The documentation that applies to managing the AWF dates back almost three decades, but the current emphasis stems from Congressman Mavroules' (D. MA) 28 June 1990 assessment:

"Historically, we have placed less emphasis on improving the quality and professionalism of the defense acquisition workforce. This seems to be shortsighted given that it is the people who make the process and structure work, not the other way round.

We clearly need to pay more attention to the people in the acquisition field. We need to train them better. We need to pay more attention to their career paths. We need to prepare them as professionals. We need to reward them for the important and critical functions they perform. A little TLC goes a long, long way."6

In addition to reviewing the seemingly endless volume of documents (listed in the bibliography) I have examined the methods by which each of the other Services are implementing the DAWIA. Though the Marine Corps is significantly smaller than the other Services, some of their management techniques could prove beneficial. Additionally, I spoke with one of the House Armed



Services Committee staffers who helped write the DAWIA, as well as with members of the office of the Under Secretary of Defense (Acquisition).

Having the understanding of what is required by the DAWIA and how DOD and the other Services are implementing these requirements, I have interviewed those who would ultimately have to execute the DAWIA in the Marine Corps. A continuous dialogue was maintained with the appropriate key people at MARCORSYSCOM and the DC/S, M&RA. Though the majority of the potential acquisition workforce billets are within MARCORSYSCOM, there are potential billets under the auspices of other Marine Corps agencies (i.e., DC/S, Installations & Logistics; DC/S, Aviation; and CG, Marine Corps Logistics Bases). I have reviewed the MARCORSYSCOM Table of Organization (T/O), nominations from other agencies, and the listing of all the Marine Corps' external billets in coming up with what billets I believe should be in the AWF.

C. HYPOTHESES. The framework around which I have developed my proposal is based on the following assumptions:

(1) The DAWIA and the associated DOD regulations will be complied with by the Marine Corps.

(2) The proposal contained herein will apply to the future AWF. To achieve the requisite personnel in the near-term will require considerable flexibility and, very likely, some temporary waivers. However, a concerted effort must be made to establish the highest possible standards for the AWF from the outset.

(3) MARCORSYSCOM, as the Marine Corps' designated

"acquisition organization" in accordance with DOD Instruction (DODI) 5000.58, will be the central coordinator for the management of the AWF career paths.

(4) Membership in the AWF, at the broadest level, will be open to all officers (unrestricted, limited duty, and warrant) as well as selected staff noncommissioned officers (SNCOs).

(5) Only unrestricted majors and above will be eligible for membership in the Acquisition Corps within the AWF.

(6) Selection for the Acquisition Corps will be made by a screening board under the auspices of MARCORSYSCOM.

(7) All members of the AWF will be assigned one of three additional military occupational specialties (MOS) allocated for that purpose (9957, 9958, 9959).

(8) Once in the Acquisition Corps, an officer's career pattern will alternate between FMF and acquisition billets.

## II. BACKGROUND.

To really appreciate the importance of establishing a quality AWF, one must understand just what is involved in the acquisition of DOD material. Acquisition, as defined in DODI 5000.58 is, "The planning, design, development, testing, contracting, production, introduction, acquisition logistics support, and disposal of systems, equipment, facilities, supplies, or services that are intended for use in, or support of, military missions."7 This is an all encompassing process whereby DOD acquires everything needed in the accomplishment of our everyday routine, whether at peace or at war. It is an

effort that employs roughly 240,000 military and civilian personnel and expends \$120 billion of the annual defense budget.<sup>8</sup>

The methodology by which the acquisition process functions has three general elements: (1) its governing regulations, (2) its organizations, and (3) its people. Due to numerous incidents of excessive cost, as well as exceptionally lengthy times to acquire items, this methodology has experienced endless scrutiny over the past three decades. Some of the more notable examinations include: the First/Second Hoover Commissions (1949/1955), the Fitzhugh Commission (1970), the Commission on Government Procurement (1972), the Grace Commission (1983), the Packard Commission (1986), and the Goldwater-Nichols Defense Reorganization Act of 1986. Following each of these, numerous reforms primarily aimed at the first two elements of the acquisition process (i.e., regulations and organizations) were initiated. Most recently, the interest in the acquisition process rose to new heights when, in February 1989, the President announced he was directing the Secretary of Defense to, among other things, come up with a plan to improve the defense acquisition process.<sup>9</sup> In response, Secretary of Defense Richard B. Cheney outlined his plan of action in the Defense Management Report (DMR). The DMR summarized the problem regarding the military AWF and outlined the strategy he planned.

"On the military side, the sophistication and complexity of military equipment continues to increase, as do the challenges implicit in developing, procuring, and supporting such equipment. The need for military specialists to manage the acquisition process accordingly is now greater than ever, and will only grow

over time.

Current arrangements reflect a not altogether satisfactory compromise of two valid, but directly competing, interests. On the one hand, it is undeniably desirable that those who manage the acquisition system be highly attuned, through personal experience in the operational world, to the needs of the military users. On the other hand, if these needs are to be met in the successful development of major systems, it is increasingly imperative that acquisition managers possess a range of technical skills and a breadth of experience largely unavailable in operational assignments. It must be recognized that attainment by a military officer of equal competence for senior field grade and higher assignments in both the operational and acquisition arenas is increasingly difficult, and for many purposes impossible. New means, therefore, must be found to develop and retain the variety of necessary acquisition skills in the military, while at the same time ensuring that development of weapon systems reflects keen regard for operational realities.

For this purpose, . . . plans for establishment of a dedicated corps of officers in each Service who will make a full-time career as acquisition specialists. The plans will ensure:

1. Selection of highly promising officers early in their careers
2. Timely specialization in acquisition, including the election of such career paths by officers with some significant operational experience (not later than 10-12 years)
3. Assignment, other than in exceptional cases, to acquisition positions and related training once selected
4. Creation of attractive and equitable career paths, including designations of corps-eligible positions; and
5. Assurance of promotion potential up to the highest flag grades."10

Secretary Cheney's DMR notwithstanding, Congress enacted

legislation which provided detailed guidance concerning what Congress considered were the key ingredients to the establishment of a highly professional AWF within DOD. As mentioned in my Introduction, this legislation is the DAWIA. The DAWIA is now Chapter 87 of Subtitle A of title 10, United States Code and it is my intent in the remainder of this paper to identify a method by which the Marine Corps can implement the directions of the DAWIA.

### III. DISCUSSION

A. WHAT IS THE AWF? As has been stated in the preceding Background, there is an urgent need to ensure that the same level of competent and experienced personnel are assigned to the AWF as we entrust with our war-fighting organizations. To do this will require some, possibly significant, changes to the current way we do business. A number of tasks must be undertaken to ensure we comply with the DAWIA requirements. First, the actual billets within our AWF must be determined. What types of positions (jobs) make up the AWF? DODI 5000.58 says the AWF consists of three types of positions: (1) developmental acquisition, (2) acquisition, and (3) critical acquisition. Those assigned to these acquisition positions perform one or more of the seven functions of acquisition as set forth in DODI 5000.58 and listed below:

1. Acquisition management
2. Systems planning, research, development,  
engineering, and testing

3. Acquisition logistics
4. Auditing
5. Production
6. Business, cost estimating and financial management
7. Procurement and contracting

Given the previous DOD definition of acquisition which those seven functions support, the question is, will Marines be needed in each function? My contention is they will not. Since we rely primarily on acquiring equipment through other Services' acquisition processes, the main functions we need to be concerned with are those dealing with program management/oversight, operational suitability (i.e., test/evaluation), and logistical supportability. These are covered in the first three functions listed above. With this understanding, the positions performing the functions identified would most likely be found at or sponsored by the MARCORSYSCOM, DC/S Aviation, and DC/S I & L. A review of the T/Os of these organizations has resulted in 455 potential billets being identified for inclusion in the AWF. Appendix A lists these billets.

As previously noted, there are three types of positions in the AWF. They are designated based on a hierarchy of experience and training, and they lend themselves fairly well to a rank assignment as well. At the base of the hierarchy (i.e., the broadest level of the AWF) is the "developmental acquisition position". While this position could be filled by any officer/SNCO possessing the requisite skills needed, my focus

will be on those unrestricted officers who will eventually migrate into the Acquisition Corps. At this level an officer would perform a period of supervised acquisition work and/or training aimed at acquainting him/her with the acquisition process. A senior first lieutenant/captain would fill these billets. The next level is the "acquisition position" which is the first level having specific prerequisites. This is also the entry level into the DAWIA's "acquisition corps". In order to fill these billets an officer would need to have been in an AWF assignment for at least four years and be a major or higher. Most of our AWF billets fall into this category. At the top of the position hierarchy is the "critical acquisition position". To fill this position the DAWIA requires that an officer be a lieutenant colonel or higher and, depending on the specific billet (i.e., program manager, program executive officer, etc.), possess 4-10 years acquisition experience and complete certain essential acquisition related training. While the DAWIA does allow for a lieutenant colonel to fill a "critical acquisition position", I contend that the Marine Corps' AWF should, with few exceptions, limit these positions to colonels or above. DODI 5000.58 defines these positions as "carrying significant responsibility, primarily involving supervisory or management duties, in the DOD acquisition system". While the lieutenant colonels currently serving in acquisition do perform an important function, I do not believe that, on the whole, their responsibilities warrant the title of "critical". In keeping with the level of our involvement in the DOD acquisition system and based

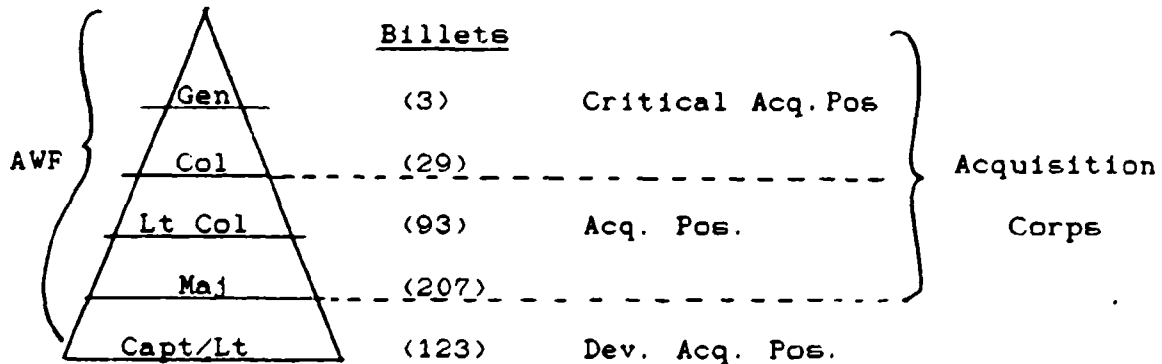
on the responsibilities associated with the acquisition related billets currently designated for colonels and above, our critical acquisition positions should consist of the following:

<u>Billet (Rank)</u>	<u>T/O (LN)</u>
1. Commander, MARCORSYSCOM (MajGen)	5055(0003)
2. PEO, Exped. Force Prog. (MajGen)	5055(0071)
3. PM, MAGTF Command & Control (BGen)	5055(0201)
4. Amphib. Warfare Tech. Mgr (Col)	5055(0073)
5. DPM, MAGTF Command & Control (Col)	5055(0203)
6. PM, Ground Weapons (Col)	5055(1101)
7. DPM, Comm./Nav. Systems (Col)	5055(1201)
8. DPM, Avn. Comm. & Cont. Systems (Col)	5055(1401)
9. DPM, Gnd. Comm. & Cont. Systems (Col)	5055(1501)
10. PM, Training Systems (Col)	5055(1601)
11. PM, Engineer Systems (Col)	5055(1701)
12. DPM, Intelligence Systems (Col)	5055(1901)
13. PM, Ammunition (Col)	5055(2101)
14. PM, Unmanned Gnd. Veh. (Col)	5055(2201)
15. PM, LAV, (Col)	5055(2301)
16. Director, Program Support (Col)	5055(2901)
17. PM, AAA Program (Col)	5058(0002)
18. Spc. Asst., ASN/R&E (Col)	5003(0018)
19. Asst., USMC Matters/Intel. Prog. (Col)	5003(0018A)
20. Dep., USMC Matters/DON (Col)	5003(0042)
21. Asst., USMC Telecomm/CNO (Col)	5003(0107)
22. OP-372F/CNO (Col)	5003(0113)
23. PD, USMC Sys/SPAWAR (Col)	5003(0243)
24. PM, TYQ23/SPAWAR (Col)	5003(0256)
25. PM, AV-8 (Col)	5003(0309)
26. PM, CH-53E (Col)	5003(0315)
27. PM, Attack Helicopter (Col)	5003(0317)
28. PM, MV-22 (Col)	5003(0328)
29. CO/PM, MCTSSA (Col)	5056(0002)
30. Instructor ICAF (Col)	5060(0101G)
31. MCLNO/NTEC (Orlando) (Col)	5051(0038J)
32. DepOps/MCLNO SupSpt (Col)	5051(0117A)

In answer to the opening question (What is the AWF?), the AWF consists of those billets for Marines whose functions involve managing, testing, or supporting the process whereby we acquire equipment to support the FMF. The AWF billets that provide these functions require officers and SNCOs whose expertise is essential to the efficiency of the Marine Corps' acquisition system. For those billets requiring a limited



duty/warrant officer (LDO/WD) or a SNCO, the MOS designation 9957 serves as the means to monitor their careers for repeat assignments in the AWF. The unrestricted officer billets are those that my focus will be directed toward. The following portrayal attempts to summarize the unrestricted officer portion of the AWF as has been described thus far:



What becomes obvious from the preceding graphic depiction is that there is a problem at the grade of captain/lieutenant. Assuming that there are no more billets to be added to our base, then it would be prudent to evaluate the billet responsibilities of the majors and lieutenant colonels with an aim of downgrading where possible. This would help redistribute the base more appropriately and provide more opportunities for captains to serve in the AWF.

B. WHO SHOULD BE CONSIDERED FOR THE AWF? By one of my hypotheses, only unrestricted officers within the AWF may enter the AWF Corps. I established this criterion because only unrestricted officers are eligible to be promoted to general officer rank. This assures an open career progression for those in the AWF which is one of the requirements of the DAWIA. Marine officers are assigned a military occupational specialty (MOS) in

which they are trained during their initial period of service.

In the MOS Manual there are 24 MOSs listed as available to be assigned to unrestricted officers.<sup>11</sup> A review of the descriptive summary and duties associated with each of these 24 MOSs enabled me to eliminate four from consideration (0180-Adjutant, 4302-Public Affairs, 4402-Judge Advocate, and 5803-Military Police). Each of these is more "customer service" oriented than equipment acquisition oriented and is, therefore, not likely to possess an applicable foundation on which to build. The following 20 primary MOSs are considered appropriate feeders for the AWF:

0202 Intelligence	3060 Aviation Supply
0302 Infantry	3404 Financial Mgmt.
0402 Logistics	4002 Data Systems
0802 Field Artillery	6002 Aircraft Maint.
1302 Engineer	7204 Surface-to-Air Weapons
1802 Tank	7208 Air Support Control
1803 Assault Amphibious Veh.	7210 Air Defense Control
2502 Communications	7320 Air Traffic Control
2602 Signals Intelligence/ Electronic Warfare	75XX Naval Flight Officer
3002 Ground Supply	75XX Pilot

There are two points that must be made regarding the above listing. First, MOS 3502-Motor Transport is not included because it is shown as a category III MOS which is assigned to warrant officers. This poses a problem since the Marine Corps has a bonafide need for 3502 officers in the AWF. The Table of Organization (T/O) for the MARCORSYSCOM also calls for 3502s in the ranks of captain through lieutenant colonel. This seeming inconsistency needs to be corrected. The second point is that in identifying the above primary MOSs as "feeders" to the AWF, I purposely did not include 9903-General, 9904-Logistics Colonel,

9906-Ground Colonel, and 9907-Naval Aviator/Naval Flight Officer-Colonel. To be eligible for the AWF an officer with these MOSs must have originated in one of the listed primary MOSs.

C. HOW DO WE GET OFFICERS WITH THE RIGHT MOSs INTO THE AWF?

The Marine Corps has already started the process to certify, in accordance with the DAWIA, officers who are serving or have served in acquisition assignments. In June 1991 a call was issued soliciting applications from qualified unrestricted officers who desired to be designated "acquisition professional".<sup>12</sup> It must be pointed out here that "acquisition professional" is the DON title for the members of DAWIA/DOD "acquisition corps". For the purposes of this paper I shall continue with the term "acquisition corps" since it is more universally acknowledged. The bulletin identified three possible "additional" MOSs for which those who submitted an application might be eligible. The most qualified would be designated Acquisition Manager (MOS 9959). Qualifications for this MOS included (1) selected for promotion to colonel or higher, (2) possess a Master's degree, (3) have completed the Program Management Course (PMC) at the Defense Systems Management College (DSMC), and (4) have at least six years acquisition related experience. Next was the Acquisition Management Officer (MOS 9958). Qualifications included (1) selected for promotion to major or higher, (2) possess a Bachelor's degree with 24 semester hours in a selected group of technical disciplines, and (3) have at least four years of acquisition experience. For those whose

application failed to meet the standards for MOSs 9959 and 9958 but had some credible acquisition experience or education, they were designated Acquisition Professional Candidate (MOS 9957).

All the candidates' applications were reviewed by the Acquisition Professional Board which was chaired by a general officer. The Board selected 135 officers to form the nucleus of the Marine Corps' fledgling AWF. The rank and MOS distribution of those selected are shown below:

RANK	MOS			
	9959	9958	9957	TOTAL
COLONEL	13	6	2	21
LT COL		34	6	40
MAJOR		39	24	63
CAPTAIN			11	11
TOTAL	13	79	43	135

While this is a significant "first step", there is still a long way to go. Manpower personnel typically recommend having at least a 3:1 ratio between the "pool" of people available and the billets which only these people can fill. With an AWF of 455 billets, these 135 officers are significantly short of the 1365 needed, given the Manpower ratio! This fact appears to have been anticipated by both the DAWIA and DOD since both allow the Services until 1 October, 1993 to have sufficient qualified officers to fill the designated critical acquisition positions.<sup>13</sup> Assuming the adoption of my proposal that our critical acquisition positions be those 32 listed earlier in this paper (paragraph III. A.), we have less than half (13) the number

of officers needed to "legally" fill those positions. The DAWIA does allow for any non-AWF officer who is filling a critical acquisition position on 1 October 1992, to continue to serve in that position.<sup>14</sup> The need, then, is to stimulate enough interest in the acquisition corps, especially for assignment to one of the critical acquisition positions, that the next Board is able to induct sufficient colonels into the acquisition corps so that we can comply with the DAWIA. An article about the founding of our AWF written in the Marine Corps Gazette and reinforced by a "White Letter" from the CMC on the same subject would certainly provide a significant boost to the "cause".

With the near-term effort having been addressed above, I will now turn to the long-range plan. How do we entreat a lieutenant/captain, who is proficient in his chosen MOS, to consider seeking admission to the AWF, an assignment of which he likely knows very little? The answer comes in two parts. First, there needs to be an orientation effort at The Basic School (TBS). A couple of professionally prepared and presented classes on the criticality of the acquisition process to include how and when one may get involved would at least initiate the awareness. Second, the establishment of a career pattern that offers stimulating and challenging opportunities to serve the Marine Corps through the AWF.

So, just exactly how do you develop a "stimulating and challenging" career flow and yet achieve all the obligatory duty requirements? Appendix B graphically portrays the paths that enable an unrestricted officer (aviation or ground) to progress

from lieutenant to general and meet the requirements of the DAWIA. In following any one of the paths both the Marine Corps and the individual do have to make sacrifices. Instead of being available to serve in the variety of non-FMF assignments (i.e., Posts/Stations, Marine Barracks, Recruiting, NROTC, Sea Duty, etc.), an officer electing to be in the AWF simply alternates between FMF and acquisition-related assignments. The only variable in either of the paths come from the Professional Military Education (PME) selection processes. As shown by Path A, a ground officer can attain an advanced degree, attend all the appropriate PME, achieve more than the ten years of acquisition experience required for selection to general, and still have had the opportunity to be in the FMF at the appropriate time to command at every level through the battalion.

Path B differs from Path A in that it does not include an opportunity for career level school and allows only 18 months to attain an advanced degree. The requirement for a Master's Degree is levied by the DON. It is not required by the DAWIA nor DOD.

I strongly recommend that we seek exemption from this added burden. This is not to say we should not allow/encourage officers to obtain graduate degrees through the Special Education Program (SEP)/the Advanced Degree Program (ADP). I simply do not believe it is mandatory for success in the AWF. The additional time available for "hands-on" experience, either in the FMF or the AWF would be more worthwhile in the long-run. As an aside, it is quite likely that within two years a Master's Degree will be awarded as a result of completing most intermediate or

top-level PME curriculum. Any number of deviations to the flow can be achieved by the officer not being selected for any of the various PME. While an argument could be made for a variance from the FMF/AWF cycle based on non-selection for PME, it should resisted. The "extra" time available due to not attending PME should be used to get the officers more acquisition training at DSMC or more time in the FMF.

While the proposed career pattern fulfills the requirements of the DAWIA, there is another legislative provision that bears on the career of an officer aspiring for flag rank. The Goldwater-Nichols DOD Reorganization Act of 1986 states: "An officer may not be selected for promotion to the grade of brigadier general or rear admiral (lower half) unless the officer has served in a joint duty assignment."<sup>15</sup> The Act does, however, authorize the Secretary of Defense to waive this requirement. To this end, the DON's plan for the implementation of the DMR included the following:

"The ability of the Department of the Navy to implement the plan with respect to Unrestricted Line-Materiel Professional and AM Acquisition Materiel officers is contingent upon a determination by the Secretary of Defense to designate such officers as technical specialists, and thereby waive requirements of current law pertaining to joint duty as a prerequisite for promotion to flag/general officer. Such a waiver will be necessary because of the general impracticability, if not impossibility, of providing officers with both the joint experience required by statute and the intensive acquisition experience required under the plan."<sup>16</sup>

On 31 January 1990, the Secretary of the Navy indicated that the Implementation Plan (containing the above recommendation) had

been approved by the Secretary of Defense and was to be executed.<sup>17</sup> This should provide adequate justification for the Marine Corps to seek waivers where necessary. It should be noted, however, that on each of the career paths shown in Appendix B, there are opportunities for joint acquisition assignments. DODI 5000.58 supports these opportunities through the plans for an Exchange Program whereby the DOD and the Services are encouraged to exchange officers within the acquisition corps to broaden their experience level.<sup>18</sup>

#### IV. SUMMARY

In this paper I have explained what the DAWIA is and how I suggest we implement it in the Marine Corps. Appendix A lists all the billets my research has concluded should be in the AWF. Appendix B sets forth the career pattern recommended for those in the AWF. The following chart attempts to bring all this into a single focus.

	RANK	MOS	POSITION	BILLET	
AWF	Gen	9959	CAP	COMDR, PEO	AC
	Col	(AM)		PM, DPM, CO	
	LtCol	9958	AP	DPM, Sect Hd, Tester	
	Maj	(AMO)		Specialty Officer	
	Capt/Lt	9957 (APC)	DAP	Project Officer	

#### NOTES

AWF: Acq. Work Force  
CAP: Critical Acq. Position  
AP: Acq. Position  
AC: Acq. Corps

AM: Acq. Manager  
AMO: Acq. Management Officer  
APC: Acq. Professional Candidate  
DAP: Developmental Acq. Position



## V. RECOMMENDATIONS

In order to execute the suggested management of the AWF, the following recommendations are made:

1. That MARCORSYSCOM, in coordination with DC/S M&RA, establish an intensive AWF career management process whereby the personnel standards set forth in the DAWIA are achieved and maintained,

2. That a review of the billets listed in Appendix A be made with the goal of lowering the rank where appropriate, with special attention to the current lieutenant colonel and major billets,

3. That all limited duty, warrant officers and SNCOs who complete a successful tour in the AWF be assigned an additional MOS of 9957 for tracking purposes,

4. That MOS 3502, Motor Transport, be considered for incorporation into the unrestricted officer MOSs,

5. That the critical acquisition positions be limited to colonels and above, except where selected lieutenant colonels' billets warrant inclusion,

6. That possessing a Master's Degree not be a prerequisite to hold MOS 9959, Acquisition Manager,

7. That MARCORSYSCOM and DC/S, M&RA initiate an awareness campaign to stimulate more interest in the AWF,

8. That lieutenant colonels in the AWF who are selected for TLS be given preference for assignment to the Industrial College of the Armed Forces,

9. That the Marine Corps seek every opportunity to assign officers within the AWF to joint tours in acquisition designated/related billets.

## VI. CONCLUSION

As has been shown from the background leading up to the DAWIA, there is a genuine need to ensure that the Marine Corps provide the same level of competent and experienced personnel in the acquisition of its equipment as it provides for the command of its warfighting organizations. Those in the AWF must be professional and experienced. Despite the current lack of depth in the acquisition process, Marines are professionals and so, meeting the expectations of the DAWIA is not as impossible as some would assume. As The Marine Officer's Guide states, "the U.S. Marine is a professional who stands ready to fight any enemy, any time, anywhere, when the President or Congress may designate, and to do so coolly, capably, and in a spirit of professional detachment."19 Our "enemy" is inefficiency, ineffectiveness in the acquisition process. The time for the "fight" is now and Congress has provided the guidance to enable us to "close with and destroy the enemy." It is up to the Marine Corps to initiate the procedures whereby only educated, trained, and experienced officers are assigned to the AWF.

"FIDELI CERTA MERCES"

("To the faithful go the rewards")

# Appendix A

## TABLE OF ORGANIZATION BILLETS IN THE ACQUISITION WORK FORCE

### CRITICAL ACQUISITION POSITIONS (MOS 9959) (32)

<u>LINE #</u>	<u>BILLET</u>	<u>RANK</u>
T/O 5003 Special Assignments, DON (Departmental) (11)		
0018	Spc. Asst. ASN (RE)	Col
0018A	Asst USMC Matters/Intell Prog	Col
0042	Dep., USMC Matters (DON)	Col
0107	Asst., USMC Telecomm. (CNO)	Col
0113	OP-372F (CNO)	Col
0243	PD, MC Sys (SPAWAR)	Col
0256	PM, TYQ-23 (SPAWAR)	Col
0309	PM, AV-8	Col
0315	PM, CH53-E	Col
0317	PM, Attack Helo	Col
0328	PM, MV-22	Col
T/O 5051 MC Personnel DON (NonDept) (2)		
0038J	MCLNO NTEC (Orlando)	Col
0017A	DepOps/MCLNO AvnSup	Col
T/O 5055 Marine Corps Systems Command (16)		
0003	Commander	MajGen
0071	PEO Expeditionary Force Programs (ASN (RD&A))	MajGen
0073	Amphibious Warfare Technical Mgr (ASN (RD&A))	Col
0201	PM, MAGTF, Cmd & Ctrl	BGen
0203	DPM, MAGTF, Cmd & Ctrl	Col
1101	PM, Ground Weapons	Col
1201	DPM, Comm/Nav Systems	Col
1401	DPM, Avn Cmd & Ctrl Systems	Col
1501	DPM, Gnd Cmd & Ctrl Systems	Col
1601	PM, Training Systems	Col
1701	PM, Engineer Systems	Col

<u>LINE #</u>	<u>BILLET</u>	<u>RANK</u>
1901	DPM, Intell Systems	Col
2101	PM, Ammo	Col
2201	PM, UGV	Col
2301	PM, LAV	Col
2901	Dir, Program Support	Col

T/O 5056 MCTSSA (1)

0002	Commanding Officer	Col
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T/O 5058 Adv. Aslt. Amphibian Office (1)

0002	PM	Col
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T/O 5060 MC Inst/Admin Pers. w/JT Schools (1)

0101G	Instructor, ICAF	Col
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ACQUISITION POSITIONS (MOS 9958) (300)

T/O 5001 HQMC External Billets (6)

0082	LNO/Rech-Syst Analyst (OSD)	LtCol
0127B	Test Off/LosAlamos (DARPA)	LtCol
0156	Test Dir/Kirtland (DNA)	Maj
0164	Chief/Kirtland (DNA)	Maj
0611	LNO/Eglin	Maj
0627	DOD RegSptOff/Buffalo	LtCol

T/O 5003 Special Assignment DON (Departmental) (57)

0018C	SplMen Acft Off	LtCol
0108	OP-941CM (CNO)	Maj
0110B	Dep CommSec PgmCoord (CNO)	Maj
0115	Asst f/AvnReqmts (CNO)	Maj
0115B	AvnOrd Off/OP-411 (CNO)	Maj
0127	Pgm Coord AV8B	Maj
0128	Asst F/A-18	Maj
0128B	Asst EW Coord	Maj
0128C	RPV Coord	LtCol
0129	AsltHelo PgmCoord	Maj
0130	Atk/Util Helo Coord	Maj
0130B	V22 Pgm Coord	LtCol
0130C	MC Air Launched Wpns	LtCol

<u>LINE #</u>	<u>BILLET</u>	<u>RANK</u>
0132	Asst Obs Helo	Maj
0134	LNO OP-514E (CNO)	Maj
0134A	AvnOrd Off	Maj
0134D	AvnSysSpt Off	Maj
0168A	Anti-Air Warfare	Maj
0183A	AsstMgr LCAC	Maj
0244	AsstDir Mil Req (SPAWAR)	LtCol
0245	Hd ComptEngr (SPAWAR)	Maj
0247	MC ProjOff (SPAWAR)	LtCol
0248	MC ProjOff (SPAWAR)	Maj
0250	MC ProjOff (SPAWAR)	Maj
0257	AcqMgr TYQ-23 (SPAWAR)	LtCol
0262	MC EW/IR ProjOff (SPAWAR)	Maj
0302	MC TrngCoord (NAVAIR)	Maj
0307	H/FR SARM Proj (NAVAIR)	Maj
0310	APM (NAVAIR)	LtCol
0316	DPM CH-53 (NAVAIR)	Maj
0316A	HNVS ProjOff	Maj
0318	DPM AttkHelo	Maj
0318A	Night Attk ProjMgr	Maj
0321	DPM (NAVAIR) F/A-18	LtCol
0324	DPM (NAVAIR) AX	LtCol
0326	DPM (NAVAIR) EXEC ACFT	Maj
0329	DPM (NAVAIR) MV-22	LtCol
0331	AMP (L) AV-8B (NAVAIR)	Maj
0333	AMP (L) F/A-18 (NAVAIR)	Maj
0335	AMP (L) CH-53 (NAVAIR)	Maj
0337	AMP (L) MV-22A (NAVAIR)	Maj
0341	Asst Brchd (NAVAIR)	Maj
0344	Syst SprCoord (NAVAIR)	LtCol
0347	MC MobFac Mgr (NAVAIR)	Maj
0348	MALSC ProjOff (NAVAIR)	Maj
0351	AvnOrd Coord (NAVAIR)	Maj
0353	APM (S&E) F/A-18 (NAVAIR)	Maj
0354	APM (S&E) CH-53 (NAVAIR)	Maj
0355	APM (S&E) AV-8B (NAVAIR)	Maj
0357	APM (S&E) MV-22A (NAVAIR)	Maj
0358	APM (S&E) VH-3/VH-60 (NAVAIR)	LtCol
0359	APM (S&E) EA-6 (NAVAIR)	Maj
0362	AvnOrd Coord (NAVAIR)	Maj
0364	ASPO AV-8 (NAVAIR)	Maj
0373	Dep Prog Coord (NAVAIR)	Maj
0375	Dep Prog Coord (NAVAIR)	LtCol
0381	Hd SystEngr (NAVAIR)	LtCol

T/O 5051 Marine Corps Personnel DON (Non-Dept) (10)

0038K	Asst LNO NTEC (Orlando)	LtCol
0038N	PM NTEC (Orlando)	Maj
0038Q	MCLNO EOD TechCtr	Maj

<u>LINE #</u>	<u>BILLET</u>	<u>RANK</u>
0118	Hd HeloBrch AvnSup	LtCol
0119A	Hd AV-8Brch AvnSup	Maj
0119B	Hd F/A-18Brch AvnSup	Maj
0119C	Hd CH-46/1/V-22Brch AvnSup	Maj
0120C	Hd IMA SiteSptCtr AvnSup	Maj
0368C	PMA Rep MV-22 (Ft Worth)	LtCol
0384	ProjOff Maverick	Maj

T/O 5052 Marine Corps ASSG USA/USAF (3)

0116A	ProjOff MobElecPwrUnit	LtCol
0161	EWSysOff (USA St Louis)	Maj
0200	ProjOff SINGARS (USACECOMM)	Maj

T/O 5055 Marine Corps Systems Command (192)

0023	SpecAsst, PA&E	LtCol
0024	LNO DefSystAnal	LtCol
0032	Dir, International Prog.	LtCol
0041	APM, Program Supt.	LtCol
0043	SpecAsst	LtCol
0051	DepDir, ExecSupt	LtCol
0052	SpecAsst	Maj
0054	SpecAsst	Maj
0072	EA, PEO ExpForProg (ASN/RD&A)	LtCol
0916	HD, SystEngrBr	LtCol
0917	MTACCS SystEngr	Maj
0921	ComptHdwEngr	Maj
0924	CommNetworkSyst	Maj
0927	SoftwareOff	Maj
0929	TactSystDevOff	Maj
0930	InfoSystDevOff	Maj
0941	HdInteropStds	LtCol
0942	Interop Off/Protocol	Maj
0944	Interop Off/Database	Maj
0945	Interop Off/Stds	Maj
0946	Comm/ArchSpec	Maj
1131	APM, TankSyst	LtCol
1133	ProjOff M1A1	Maj
1141	APM, InfWpns	LtCol
1146	SmallArmsProjOff	Maj
1147	AutoWpnsProjOff	Maj
1148	OpticsOff	LtCol
1151	APM, AntiArmor	LtCol
1156	HvyAAProjOff	Maj
1156A	HvyAAProjOff	Maj
1158	MedAAProjOff	Maj
1161	Hd, LtAASec	Maj
1171	APM, FireSptSyst	LtCol

<u>LINE #</u>	<u>BILLET</u>	<u>RANK</u>
1174	ADVArtyProjOff	Maj
1181	Hd, FldSyst	Maj
1190	LNO, Armor/EngrBd Ft Knox	Maj
1191	LNO, PEO CCV TACOM	Maj
1192	LNO, Ft Sill	LtCol
1193	LNO, Ft Benning	Maj
1194	LNO, ARDRC(JSSAP)	Maj
1196	LNO, Dahlgren	Maj
1197	LNO, R&D(Washington DC)	Maj
1198	LNO, MICOM	LtCol
1202	ADPM, Comm/NavSyst	LtCol
1210	APM, SingleChRadioSyst	LtCol
1214	TelecomSystOff	Maj
1219	CommSystEngr	Maj
1222X	TelecomSystOff	Maj
1226	TelecomSystOff	Maj
1229	APM, MUX Rad/SatSyst	LtCol
1238	TelecomMaintOff	Maj
1240	TelecomSystOff	Maj
1246	APM, SwitchedSyst	LtCol
1249	TelecomSystOff	Maj
1250	TelecomSystOff	Maj
1262	TelecomSystOff	Maj
1264	TelecomSystOff	Maj
1266	TelecomSystOff	Maj
1269	TelecomSystOff	Maj
1276	TelecomSystOff	Maj
1278	TelecomSystOff	Maj
1281	APM, NavigationSyst	LtCol
1282A	TelecomSystOff	Maj
1283	TelecomSystOff	Maj
1284	TactDataSystOff	Maj
1291	LNO, Ft Huachuca	LtCol
1292	LNO, CECOM	Maj
1293	LNO, NOSC	LtCol
1294	APM, PLRS(CECOM)	LtCol
1295	SystAnalyse PLRS(CECOM)	Maj
1297	LNO/DPM GPS(LAAFB)	LtCol
1299B	OIC TestSyst (Ft Huachuca)	Maj
1303	DepDirAWT	LtCol
1311	Hd, Plans&Ops	Maj
1322	NBCTech	Maj
1323	MineCMPProjOff	Maj
1325	SurfMobProjOff	Maj
1332A	Log/SurvProjOff	Maj
1334	MineDetProjOff	Maj
1335	DE/CM ProjOff	Maj
1341X	LNO, Warminster(NAVAIR)	Maj
1343	LNO, Carderrock	Maj
1344	LNO, Los Alamos	LtCol
1415	APM, Cmd&CtrlSyst	LtCol

<u>LINE #</u>	<u>BILLET</u>	<u>RANK</u>
1418	SystEngr	Maj
1428	ElectEngr	Maj
1429	SystEngr	Maj
1430	AC SystOff	Maj
1435	APM, Radars/MSSS	LtCol
1437	SftEngr	Maj
1441X	SftOff	Maj
1442	SftEngr	Maj
1448	Ac SystOff	Maj
1451	APM, AdSyst	LtCol
1454	AD Jff	Maj
1458	AD Off	Maj
1460	Elect Wpn Off	Maj
1464	Hawk/Stinger (Redstone)	Maj
1465X	LNO, Ft Bliss	Maj
1467	TactSystESD (Hanscom)	Maj
1469	AC SystOff	Maj
1502	ADep Grnd Cmd&CtrlSyst	LtCol
1502	APM Fireman/TCO	LtCol
1506	ProjOffFireman	Maj
1509	APM, MAFATDS	LtCol
1510	APM, FIREFLEX	Maj
1513	APM, MIPS/MILOGS	Maj
1513A	MIPS ProjOff	Maj
1515	APM, MTWS	Maj
1519	CommMar	Maj
1528	LNO, PM FATDS	LtCol
1529	LNO, PM MCS	LtCol
1530	LNO, SystEngrOff	Maj
1531	LNO, Ft Lewis	Maj
1601	DPM, TrngSyst	LtCol
1641	APM, TactEngrSimulation	LtCol
1642	AvnTrngProjOff	Maj
1643	GrndTrngProjOff	Maj
1651	APM, Ranges&Tgts	LtCol
1653	Ranges&TgtsProjOff	Maj
1656	TrngManagAnalOff	Maj
1704	APM, Log	Maj
1728	APM, Countermine	LtCol
1730	ProjOffEngrSyst	Maj
1732	ProjOffEngrSyst	Maj
1739	APM, CbtEngr	Maj
1742	APM, Spt/AvnEngr	LtCol
1745	ProjOffEngrSyst	Maj
1747	ProjOffEngrSyst	Maj
1758	ProjOffEngrSyst	Maj
1765	LNO, Port Huenama	Maj
1766	LNO, Panama City	LtCol
1803	DPM, CSS	LtCol
1808	BS/FinMgr	Maj
1823	Hd, CbtEngrEquip	Maj



<u>LINE #</u>	<u>BILLET</u>	<u>RANK</u>
1832	APM, MT	LtCol
1834	MT ProjOff	Maj
1836	MedFleetProjOff	Maj
1838	RD&E ProjOff	Maj
1853	LNO, Natock Labs	Maj
1854	LNO, TACOM	Maj
1906	DPM, JSIP(Hanscom)	Maj
1907	Test/DevOff(Hanscom)	Maj
1908	Dep f/Ops(JSIPS)	LtCol
1910	LNO, UAV (Redstone)	Maj
1912	APM, Log/Ops	LtCol
1913	OpsOff	Maj
1924	ILS Off	Maj
1933	APM, Collections	LtCol
1938	CI Off	Maj
1941	APM, Amphib Raid/Grnd Rec	LtCol
1943	ReconProjOff	Maj
1944	OpsOff	Maj
1947	CLS QtrBTL Wpn	Maj
1950	RaidCraftProjOff	Maj
1950X	RaidCraftProjOff	Maj
1956	APM, Processing	LtCol
1958	MAGIS ProjOff	Maj
1972	APM, UAV/PM VLC CR UAV	LtCol
1973	UAV ProjOff	Maj
1974	UAV ProjOff	Maj
1975	UAV ProjOff	Maj
1979	APM, SIGINT/EW/TCT	LtCol
1980	DAPM SIGINT	Maj
1984	ComputerEngr	Maj
1999	AirEWSystOff	Maj
2204	OpsOff, UGV PMO	LtCol
2303	APM, Ops LAV PMO	Maj
2305X	ProjOff, Ex35	Maj
3002	OpsOff, ProgSupt	LtCol
3085	Hd, T&E	LtCol
3086	Sr T&ESpec	Maj
3090	LNO, Ft Ord	LtCol
3091	LNO, Aberdeen	LtCol
3123	AcqLogCoordOff	Maj
3124	MaterielMgtOff	Maj
3130	Hd, Manpwr/Trng	LtCol
3132	TrngLEM	Maj
3133	TrngLEM	Maj
3135	TrngLEM	Maj
3137	ManpwrLEM	Maj
3138	ManpwrLEM	Maj
3161	Hd, TMDE	LtCol
3201	TMDE LEM	Maj
3421	Hd, ResourceAnal	LtCol
3423	DefSystAnal	Maj

<u>LINE #</u>	<u>BILLET</u>	<u>RANK</u>
3424	DefSystAnal	Maj
3502	DefCompt	LtCol
3504	Hd, POM/DBaseMgt	Maj
3506A	Hd, Internal Review	Maj
3518	AsstHd, PMC Budget	LtCol
3571	FinMgtSpec	Maj

T/O 5056 MCTSSA (15)

0004	ExcOff	LtCol
0020	OpsOff	LtCol
0021	PlaneOff	Maj
0022	SSD/TrngOff	Maj
0082	DivDir, TactSystSpt	LtCol
0083	DepDivDir	Maj
0087	ProjEngr	Maj
0174	Brnch Hd/Info Syst	Maj
0211	Dep Air Cmd/Cntrl Sys	Maj
0228	TAOM Ops Spec	Maj
0258	Hd, AirSysSptBrnch	Maj
0278	Dir, GrndNavSyst	LtCol
0286	Alt PLRS/EPLRS PO	Maj
0314	ProjOff/FIREFLEX	Maj
0338	Dep Comm/Intel Syst	Maj

T/O 5057 LAVTD (3)

0002	Dir	LtCol
0003	DepDir	Maj
0013	OpsOff	Maj

T/O 5058 AAA Program (10)

0009	SystAcqMgtOff	Maj
0011A	Hd, AAV7A1 Brnch	LtCol
0017B	ProjOff Survivability(AAV7A1)	Maj
0033	ProjOff Mobility(AAA)	LtCol
0034	ProjOff Survivability(AAA)	Maj
0035	ProjOff Firepower(AAA)	Maj
0035A	ProjOff CNV(AAA)	Maj
0101	Brnch Hd(AVTB)	LtCol
0102	Asst Brnch Hd(AVTB)	Maj
0150	LogOff(AVTB)	Maj

T/O 5060 Instructor Personnel (2)

0352	Instructor DSMC	LtCol
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<u>LINE #</u>	<u>BILLET</u>	<u>RANK</u>
0352A	Instructor DSMC	LtCol

T/O 5103 DC/S Installations and Logistics (2)

XXXX	Hd. ILS RdyAppraisal	LtCol
XXXX	LogRevGp/AuditCoord	Maj

DEVELOPMENTAL ACQUISITION POSITIONS (MOS 9957) (123)

T/O 5001 External Billets (1)

0602	LNO/Whitesands	Capt
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T/O 5003 Special Assignment DON (Departmental) (17)

0252	MC ProjOff (SPAWAR)	Capt
0254	MC ProjOff (SPAWAR)	Capt
0263	A/B EW SystProjOff (SPAWAR)	Capt
0305	MV-22 TrngCoord (NAVAIR)	Capt
0311	ConfigContrl AV-8B (NAVAIR)	Capt
0313	DPM (NAVAIR)	Capt
0319	Avionics ProgCoord	Capt
0322	Asst f/Dev (NAVAIR)	Capt
0334	AMP (L) F/A-18 (NAVAIR)	Capt
0336	AMP (L) A/UH-1 (NAVAIR)	Capt
0338	AMP (L) MV-22A (NAVAIR)	Capt
0342	HeloSurvCoord (NAVAIR)	Capt
0356	APM (S&E) A/UH-1 (NAVAIR)	Capt
0365	ASPO EA-6 (NAVAIR)	Capt
0370	SptEqptCoord (NAVAIR)	Capt
0371	AvnEqptCoord (NAVAIR)	Capt
0378	Dep APML UAV (NAVAIR)	Capt

T/O 5005 Defense Logistics Billets (3)

0127	DRPO CH-53	Capt
0132	DRPO AltGFR/NATORS	Capt
0133	DRPO AV-8B	Capt

T/O 5051 Marine Corps Personnel DON (Non-dept) (5)

0038L	APM WAR GAME NTEC (Orlando)	Capt
0038M	AvnPronOff NTEC (Orlando)	Capt

<u>LINE #</u>	<u>BILLET</u>	<u>RANK</u>
0120	Hd, CH-53/BrnchAvnSup	Capt
0606	AH-1W(NARF Pensacola)	Capt
0711	MV-22(NARF Cherry Point)	Capt

T/O 5055 Marine Corps Systems Command (56)

0053	SpecAsstExecSpt	Capt
0055	SpecAsstExecSpt	Capt
0918	MTACCS Interface/Test	Capt
0919	DataSystOff	Capt
0926	TelecommSystOff	Capt
0943	Interop/TADILS	Capt
1149	Mortars/AncillEquip	Capt
1159	MedAAProjOff	Capt
1162	LtAAProjOff	Capt
1163	LtAAProjOff	Capt
1175	AdvArtySystProjOff	Capt
1195	LNO, Rock Island	Capt
1233	TelecommSystOff	Capt
1234	CommEngr	Capt
1242	TelecommSystOff	Capt
1243	TelecommSystOff	Capt
1253	TelecommMaintOff	Capt
1270	TelecommSystOff	Capt
1286	DataSystMaintOff	Capt
1296	PLRS Engr (CECOM)	Capt
1298	GPS T&E (LAAFB)	Capt
1333	WeaponryProjOff	Capt
1423	ElecEngr	Capt
1424	ACSystOff	Capt
1425	SftEngr	Capt
1427	SftEngr	Capt
1455	SystEngr	Capt
1473	ATCSystOff	Lt
1511	FIREFLEXProjOff	Capt
1731	CounterminProjOff	Capt
1823A	GP ProjOff	Capt
1837	MT ProjOff	Capt
1905	LNO, Vint Hill Farm	Capt
1909	LNO, Crane	Capt
1982X	ILSO	Capt
1929	ILSO	Capt
1930	POM/BudgetOff	Capt
1936	Unattended Sensors	Capt
1948	Comm/ElecProjOff	Capt
1964	IAS ProjOff	Capt
1966	AirRecon/SurvOff	Capt
1986	CommIntelSystOff	Capt
1988	Non-CommSyst	Capt
1989	AnalySystOff	Capt

<u>LINE #</u>	<u>BILLET</u>	<u>RANK</u>
1991	SI CommSyst	Capt
1995	TCPSystEngr	Capt
1997	GrndEW SystOff	Capt
1997A	Asst/GrndEW SystOff	Lt
2302	FinancialMgr	Capt
2304	LogSptOff	Capt
3087	T&E Spec	Capt
3134	TrngLEM	Capt
3409	OpnResearchAnal	Capt
3537	FinancialOff	Capt
3540	BudgetOff	Capt
3576	DepBudgetOff	Lt

T/O 5003 Naval Aviation Systems Command (3)

0263	EW SystProjOff	Capt
0311	AV-8ConfigContOff	Capt
0319	AvionicsProjCoord	Capt

T/O 5056 MCTSSA (30)

0032	ConfigCntrl Off	Capt
0035	SQA	Lt
0039	InteropOff	Capt
0090	Brnch Hd/Comm Elect	Capt
0129	Brnch Hd/Tact Data Syst	Capt
0154	Brnch Hd/Maint	Capt
0186	Sect Hd/Network Info Resc	Capt
0187	OIC MIS	Lt
0191	OIC LAN	Lt
0201	OpsOff	Lt
0214	ATACC ProjOff	Capt
0215	ProjOff	Capt
0229	Dep JM/JTIDS	Capt
0239	Test Dir	Lt
0243	DataSystSpec	Capt
0246	Test Dir	Capt
0252	HAWK ProjOff	Capt
0256	MACCS ProjOff	Capt
0265	Hd, Test Sect	Capt
0266	TestProjOff	Capt
0282	MCLNO PLRS(CECOM)	Capt
0290	Hd, FieldSyst	Capt
0316	AsstProjOff/FIREFLEX	Capt
0320	ALT CATFAE ProjOff	Capt
0329	Hd, Test Sect	Capt
0341	Comm/Intel ProjOff	Capt
0364	CommOff	Capt
0368	DataCommTestOff	Capt

<u>LINE #</u>	<u>BILLET</u>	<u>RANK</u>
0394	SSCC/TCC ProjOff	Capt
0395	AsstProjOff,SSCC/TCC	Capt

T/O 5057 LAVTD (3)

0014	ProjOff	Lt
0015	ProjOff	Lt
0065	Wpns Plt Cmdr	Lt

T/O 5058 AAA Program (8)

0012A	ProjOff(AAV7A1)	Capt
0015A	ProjOff(AAV7A1)	Capt
0018	ProjOff Surv (AAV7A1)	Capt
0020A	ProjOff CommNav(AAV7A1)	Capt
0025	MPTS	Capt
0028	MaintSpt	Capt
0030	AAA Brnch Hd	Capt
0110	OpsOff AVTB	Capt

# USMC ACQUISITION WORKFORCE CAREER PROFILE

9959

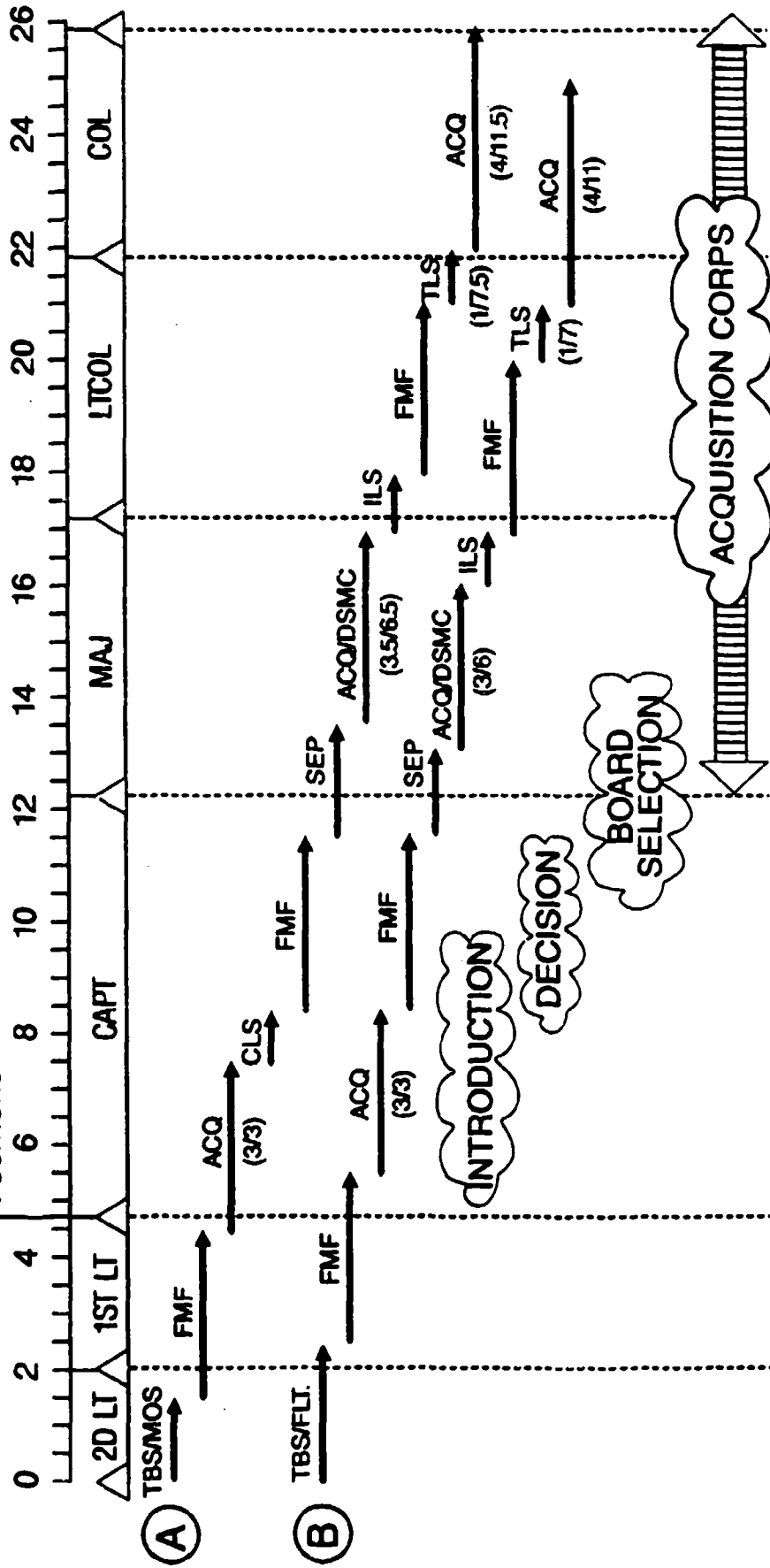
CRITICAL  
ACQUISITION  
POSITIONS

9958

ACQUISITION  
POSITIONS

9957

DEVELOPMENTAL  
ACQUISITION  
POSITIONS



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